

ADMINISTRATIVE -- INTERNAL USE ONLY

12 JUL 1974

MEMORANDUM FOR: Director of Logistics

ATTENTION : Chief, Plans and Programs Staff, OL

SUBJECT : Annual Report Call

REFERENCES : (a) Multiple Adse Memo dtd 14 June 74 fr D/L, same subject
(b) Multiple Adse Memo dtd 1 June 74 fr DCI, subject:
Issuance of the Annual Report Call for FY 1974

The Real Estate and Construction Division (RECD) input to the Office of Logistics (OL) subject report for FY 1974 is forwarded as requested in Reference (a). The format followed conforms with the guidelines established in Tabs A and B of Reference (b).

SECTION A. GENERAL

1. Operational Environment:

a. Division logistics support efforts continue to be influenced by and responsive to impacting factors internal and external to the Agency. Such external influences include Agency compliance with stipulations of Public Law 92-313 involving development and verification of user charges for billing in FY 1975 by the General Services Administration (GSA) for real property under its management and control; compliance with and monitoring of updated environmental protection standards, guidelines, and procedures; adjustments in response to stringent and limiting energy conservation directives; competition with the private sector and the Federal establishment for recruitment of professional skills; continuing emphasis upon surveying, surplusizing, and excessing of inefficiently utilized Federal property; and the impact of the reduction of U. S. presence abroad.

b. Internal influences include increased reduction of positions and presence overseas; requirement for continuing and increased levels of technical overseas support; trends to maintain, operate, and modify present facilities for the short to medium range future; trends to implement a Special Use Building Construction Program for the medium to long range future; continuing increased Agency requirements for uninterrupted functioning of critical functions of the Headquarters

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establishment; state of the art advancements in the communications systems and intelligence collection systems equipment technology; the impact of the information demand explosion; and the continuing need to provide standard acceptable human comfort conditions for Agency employees.

2. Operational Strategy:

Overall Division strategy is to attempt to ascertain trends with significant facilities impact and to either build in capability in facilities in advance or to attempt to respond as rapidly as possible. This strategy is manifested by increased liaison with "customers" and supporting agencies to anticipate problems, increased training of personnel in multiple engineering and real estate disciplines to maximize quality of response; and minimization of staff overhead combined with measurement of output to maximize efficiency.

SECTION B. PERFORMANCE AGAINST FY 1974 OBJECTIVES

1. System to Account for Resources Expended and Allocation To Requesting Offices - Action plans for this objective involved the development and completion of a system for the recording and compilation of data indicating Division man-hour distribution and utilization. The daily log system was implemented on a trial basis during the month of December to test the process and to provide a period of learning for Division personnel. Compilation of current statistics for the second half of the fiscal year was completed within planned time frames. Quantified results of manpower utilization data on a quarterly and summary tabulated basis for this six-month period are attached and indicate percentages of man-hour utilization as 16 percent nonproductive, 38 percent administrative support, and 46 percent productive. Collection and quarterly reporting of data will continue and pertinent information will be extracted for use in an internal Division objective to establish overhead, general, and administrative cost rates for Division services. Such criteria could be used as a comparative base in determining whether the Agency or the private sector should accomplish specific projects to the maximum practical benefit of the Federal Government. In addition, this data could be used as the basis for determining direct charges for support to Agency components and an effective tool for budgetary forecasting.

2. Program for Professional Development and Specialized Training of Ten Engineers and Technicians - This objective is a continuation, extension, and upgrading of an existing Division

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training planning and implementation activity. Division training panel action formulized a detailed Division Master Training Program of projected courses for all Division disciplines and training requirements. Individual training programs for each employee were developed, charted, scheduled, and completed for FY 1974, and generally projected for FY 1975 and FY 1976. Implementation of training program accomplishment as documented in quarterly reports is indicated in the attached quantified tabulated summary for FY 1974. Due to the variable impacts of rotation, unscheduled TDY, Division workload, other priorities, fully subscribed courses, untimely availability or cancellation of courses, and the inherent mechanical difficulties of scheduling, applying, and acceptance for courses, accomplishment relative to this objective has resulted in completion of 50 percent of the training planned for FY 1974. In view of the transiency of personnel due to TDY, rotation, personnel under administrative control of others, and the above impacting factors, the achievement of a continuous training program for ten specific engineers and technicians appears unlikely in its purest form. Accordingly, this Division's FY 1975 training objective has been revised to include training for all Division engineers, technicians, and real property officers. Since the Division Master Training Program envisioned realistic total cross training as a long-term objective within a period of ten years, the time frame for completing this program is expected to occur from 1973 to 1983.

SECTION C. OTHER FY 1974 ACTIVITIES

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1. Office of Communications (OC) Field Support - Sustained levels of dedicated engineering support have been provided for the design, construction, and modification of OC [REDACTED] field installations. Typical examples of this support are construction of the [REDACTED] construction of the powerplant and transmitter building expansions, [REDACTED]

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2. Acquisition, Maintenance, and Disposal of Safehouses - Acquisition and disposal of safehouses during this period have been accomplished at rates normally anticipated to suit operational requirements. A recent compromise of several safehouses has resulted in their disposal and a policy of safehouse [REDACTED]

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3. Review and Development of Cost Data for Public Law 92-313 - Close coordination with GSA has been conducted to accurately quantify and verify standard level user charges reimbursable to GSA for FY 1975. GSA billing for the first quarter of FY 1975 has been received and is within the figures agreed upon by OMB and provided for in the Agency budget. Continuing Agency efforts are being conducted to rectify minor discrepancies and to update changes in occupancy and charges on a quarterly basis.

4. Engineering Support for Maintenance and Safety of MWA Facilities - Engineering support was provided in a responsive manner to LSD and GSA in terms of technical analysis, evaluations, diagnosis, design, consultation, coordination, and troubleshooting relative to the correction of standard utility system deficiencies, upgrading of utility systems, modification projects, safety installations, and correction of inadequate human comfort conditions.

5. Engineering Projects and Support to Maintain or Improve Utilities Reliability in Agency Facilities in the MWA - Extensive engineering effort has been expended in terms of major project design, construction management and monitoring in areas related to operational efficiency, advances in state of the art of computer technology, and utilities systems upgrading to achieve more controllable human comfort conditions in compliance with Federal energy conservation directives. Examples of this effort are the ongoing implementation of the high-speed tape drive computer project, ORACLE; the construction of the new Headquarters Garage; and the imminent award of a design contract for the upgrading of heating, ventilating, and air conditioning systems in Headquarters Building.

The level of application of engineering diagnosis, evaluation, design, construction, testing, upgrading, maintenance, and operation in the area of improving or maintaining utilities reliability is at a near alltime high. Examples of this Headquarters Building engineering activity and involvement include in-process installation of a new Mimic Bus, Third Chiller, modifications to the 2,500 kW Critical Generator control systems; construction of "B" Vault Power Expansion; and the negotiation of a contract for the purchase of a 1,500 kW Uninterruptable Power System.

6. Lease Renewals, Disposals, and Acquisition of Replacement Properties - Agency components utilizing space or facilities coordinate their needs with the Division which in turn takes

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the necessary coordinating action with the appropriate Government agency concerned. Those needs result in lease renewals, disposals, and acquisition of suitable replacement space. Noteworthy of recent accomplishments in this area involve the lease renewal for Key Building; the pending replacement of the Magazine Building by a new building or buildings; relocating the OTS activities now in [REDACTED]; the pending disposal of the leased garage; relocating various OP, OS, [REDACTED]

7. Field Construction and Maintenance Support - Engineering support and project management of field and foreign projects accomplished directly or through other Federal design and construction agencies has been provided within increasing rates of Headquarters engineering TDY support. Such efforts include design and construction contract award [REDACTED]

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9. Projects and Studies Related to Environmental Protection - Efforts in this area have been directed toward compliance with updated standards and guidelines of the National Environmental Policy Act. These activities have resulted in the recent modification and updating of written Agency environmental impact reporting procedures; preparation of environmental descriptions for support of the proposed [REDACTED] projects; design and construction award of the [REDACTED] Project; design and construction bid package processing of Headquarters [REDACTED] Project; and monitoring of Agency facilities operations relative to ensuring compliance with environmental protection guidelines.

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10. Real Property, Furniture, and Funding Support Overseas - Focal point liaison between Agency components and other U. S. Government agencies continues to be conducted in support of the acquisition, improvement, alteration, repair and disposal of real property for Agency use in foreign countries, and the provision of furniture related to such property. These successful efforts involve necessary interface and coordination; communications with the field; and preparation of funding authorizations to other agencies for the accomplishment of the Agency's real property and furnishings objectives.

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12. Professional Consultation - Foreign Intelligence Services - At the request of several area divisions, professional design approach guidance and consultation has been successfully provided to the intelligence services of three countries relative to proposed implementation of new headquarters buildings for these functions. In the initial case, guidance was verbal only, however, extensive support involving programming, conceptual planning, cost estimating and preparation of preliminary design drawings was accomplished overseas on a TDY basis and extensive consultation is scheduled for early FY 1975 with the third service.

SECTION D. RECOMMENDATIONS

RECD/OL functions as a focal point source of real property and engineering support performed either directly or through the mechanisms and procedures of other organizations. Pursuance of present objectives in the areas of training, development of professional skills, and the potential efficiency benefits to be derived from productivity data are anticipated to strengthen engineering support performances in the areas of direct task accomplishment.

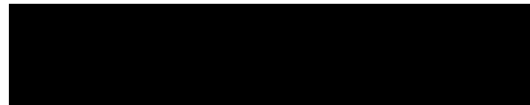
The general problem areas to be addressed are those which tend to limit Division self-actualization; a higher level of performance; a more reliable and timely response; a more professional product; and are encountered in accomplishing tasks through other internal or external organizational vehicles. On the surface, recent Federal legislation appears to limit various prerogatives and challenges various authorities of parent Agency legislation relative to Division operational options. Unchallenged perpetuation of erroneous interpretations by various levels of GSA could significantly impact

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on Division effectiveness and performance. It is recommended that further in-depth analysis of conflicting legislation interpretations be continued, resolved, and officially documented as a basis for mutual understanding, a clarification of relative authorities and responsibilities, and a mutually acceptable working relationship plan.



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Deputy Chief
Real Estate and Construction Division, OL

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SECTION A

GENERAL

1. This report is submitted in accordance with the reference which requires an annual report of accomplishments, the progress or shortfall on each component objective, and an appropriate analysis and evaluation of our operations and management techniques. The report covers fiscal year (FY) 1974 and reflects our goals for FY 1975 and FY 1976.

2. During FY 1974, Supply Division (SD) experienced many changes in systems, procedures, and operations because of a major division reorganization and the necessity to prepare for implementation of the Inventory Control System (ICS) in FY 1975. The reorganization of the division, as its major objective, effectively implemented the commodity team concept in our supply management activity. This involved combining the stock management and control function, thereby creating the nucleus of the commodity team. In addition, other supply operations were realigned to emphasize organizational integrity. We were able to achieve this goal and at the same time carry out the SD mission with 23 less positions. As of 30 June 1974, the SD staffing stood at [REDACTED] positions. 25X9

3. During FY 1974, some of the SD significant accomplishments were:

- 25X1A a. The preparation of a new stockage objective
for [REDACTED] 25X9
- 25X1A b. Reduction of personnel at [REDACTED] from [REDACTED] 25X9
- c. Completion of all required coordination and development of a plan to closeout the [REDACTED] contingency stockpile. 25X1A
- 25X1A [REDACTED]
- e. The closing of the [REDACTED] 25X1A

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25X1A f. The establishment of a Special Projects Liaison Unit to insert FEDSTRIP orders into the General Services Administration system as a carry-over of part of the [REDACTED] activities.

g. Renovation of the 11th floor of Ames Building to accommodate the Data Access Center.

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These and other accomplishments will be discussed later in the report; but, as stated, our changes and accomplishments have covered a broad spectrum.

4. There have been several projects and events which required special support from SD. Some of these were the closeout

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5. SD also encountered many obstacles in preparing to implement the ICS system 1 July 1974. The management strategy pursued in FY 1974 overcame many of the obstacles; however, there are still many to be faced; e.g., how to complete the interface of the Logistics computerized supply system with the Office of Finance computerized system. The Data Access Center activation during FY 1975 will no doubt bring forth more problems which have not been addressed; however, we will employ the same "project officer" concept used with the SD reorganization and the data base manager activity, which worked extremely well.

6. The "Management by Objective" program in the division worked very well during FY 1973 and FY 1974 with an "action officer" assigned, and we plan to continue this through FY 1975. Our three objectives which were sent down from the Deputy Director for Management and Services were accomplished ahead or on schedule.

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The two division-developed objectives, however, were not as successful, with one being cancelled and one being placed on "hold" until computer time and coordination could be accomplished.

25X1A 7. The closure of [REDACTED] will definitely have an effect on our Headquarters supply system even though Special Projects Liaison Unit has been established to input, through General Services Administration [REDACTED], FEDSTRIP requirements from designated stations. We cannot evaluate the full effect at this time since Special Projects Liaison Unit only became operational 1 May 1974.

8. At the present time, the major portion of our support seems to be directed to Middle East activities; however, Soviet Bloc, Europe, and Africa areas have required unusually heavy

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9. In summary, SD must continue to develop new methods and new procedures, upgrade our equipment, and train our personnel to keep up with the state of the art so that in today's technical environment we can operate effectively with reduced resources.

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SECTION B

Performance Against FY 1974 Objectives

1. Logistics Objective 1 (Derived from DCI and DDM&S Objectives)

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a. Statement of Objective

In consultation with the [REDACTED]
DDO and other DDO and DDM&S elements, conduct a study of

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[REDACTED]
30 June 1974, and a recommended program shall be submitted
for DCI approval and implementation in FY 1975.

b. Action Plan - FY 1974

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(9) In connection with contingency review and surveillance of stocks on hand, dispose of all unserviceable, uneconomically repairable items and those where there are clearly no future requirements.

c. Progress - FY 1974

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[REDACTED]

security. Upon completion of the above coordination and review, the recommended stockage objective was forwarded in June 1974 from the D/L to the DCI for approval. Disposition of the excess materiel and replenishment of any requirements will be accomplished immediately upon approval of the FY 1974 stockage objective. Milestone accomplishments are on schedule for this objective, and we foresee no objections which would hinder continued successful progress.

d. Cost - FY 1974

One hundred seventeen man-days were programmed for FY 1974 action towards this objective with 115 man-days being expended. There were no other costs involved in accomplishing the FY 1974 milestones.

2. Logistics Objective 2 (Derived from DCI and DDM&S Objectives)

a. Statement of Objective

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Develop and submit a recommended program by 31 December 1973 for approval by the DDM&S and DDO setting forth the actions necessary for the closeout and disposition of the Logistics contingency stockpile presently [REDACTED].

b. Action Plan - FY 1974

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(2) In coordination with EA and other area divisions, determine what stocks are required by area projects.

(3) Schedule TDY assistance if required for planning closeout of the stockpile.

25X1A (4) Submit a plan to DDM&S and DDO for approval, setting forth the actions necessary for the closeout of [REDACTED] Logistics contingency stockpile.

25X1A (5) Determine what stocks are to be returned to [REDACTED]

(6) Dispose of contingency stocks which will be offered at no cost or otherwise disposed of on site upon approval of closeout plan by DDM&S and DDO.

c. Progress - FY 1974

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d. Costs - FY 1974

One hundred four man-days were programmed to complete the action required during FY 1974 on this objective, however, only 42 days have been expended. This reduction in man-days

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- [REDACTED]
3. Logistics Objective 3 (Derived from DCI and DDM&S Objectives)
- a. Statement of Objective

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- [REDACTED]
- b. Action Plan - FY 1974

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[REDACTED]

(4) Identify those positions to be abolished resulting from reorganization.

(5) Reorganize the Depot in accordance with the approved reorganization plan.

(6) Identify those individuals whose skills are no longer required to support the Depot mission.

- c. Progress - FY 1974

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- [REDACTED]
- d. Costs - FY 1974

Originally there were 91 man-days programmed to accomplish this objective; however, only 40 days total were used during FY 1973 and FY 1974. There were no man-days actually used in FY 1974.

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4. Supply Division Objective 1 (Internal SD Objective)

a. Statement of Objective

Reduce to an absolute minimum the maintenance of vehicle records in the Agency by establishing an automated vehicle records program by 30 June 1975.

b. Action Plan - FY 1974

As a result of the delay in FY 1973, no milestones were accomplished in FY 1973 or FY 1974. The 3-year plan, however, has been condensed into 2 years to escalate the program. We may have to slip some of the milestones, but an effort will be made to accomplish the program as scheduled.

c. Problem - FY 1974

This objective was originally scheduled to be accomplished over FY 1973, 1974, and 1975. However, due to the lack of available computer time and the discussion of whether automated vehicle records could be incorporated with the computerized supply system, the program was placed on hold in FY 1973. We continued in a hold status until May 1974, at which time OJCS assigned an individual part-time to do a feasibility study. This objective has been rescheduled to be accomplished during FY 1975 and FY 1976.

d. Costs - FY 1974

There were approximately 10 man-days expended during FY 1974 in accomplishing the rescheduling, feasibility study, and discussing the program. If the plan progresses as outlined for FY 1975, it will require approximately 500 man-days.

5. Supply Division Objective 2 (Internal SD Objective)

a. Statement of Objective

Increase the number of line items issued from stock by 10 percent by 30 June 1975 over the FY 1973 level of 43 percent, thereby decreasing the number of line items placed on direct procurement.

b. Action Plan - FY 1974

(1) Document percentage of items being furnished from stock as of end of FY 1973.

(2) Proceed with implementation of FY 1973 planning with continuing evaluation of benefits/detriments, with first formal progress report to be based on end of first quarter FY 1974 results.

(3) Consider and evaluate SIPS capability, as DMC's become active to interface with and supplant the original manual data collection function.

(4) Make gradual procedural adjustments on the basis of steps 1 and 3 above, as practicable.

c. Progress - FY 1974

During FY 1974, Supply Division began to reverse some old operating policies and procedures whereby their objective became obsolete. New programs whereby overseas stations were encouraged to buy more locally and Headquarters arrangements to have shipments made direct from GSA or DSA, eliminated the need to stock some items. With such programs implemented, this objective was 180 degrees out of phase and was canceled during January 1974.

d. Costs - FY 1974

Approximately 5 man-days were expended toward this objective prior to cancellation.

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G. NEW EQUIPMENT WITHIN SUPPLY DIVISION

Supply Division (SD) has initiated the Xerox telecopier which is to be used primarily to eliminate write-in requisitions from Headquarters elements. This unit utilizes a Xerox telecopier at Headquarters for urgent requisition transmission which is reproduced at Ames, thereby eliminating having to handcarry or courier the requisitions from Headquarters to SD. New Conserv-A-Files were installed to accommodate the official SD voucher files. These files allow more people to have access to these files at any given time than the rotating files previously used. Microfiche readers and printers were purchased for use by the Supply Management Branch commodity teams, which will facilitate identification, editing, and processing of requisitions. A Magnetic Card Typewriter has been ordered to assist SD branches in accomplishing the SD instructions and other lengthy reports which must be refined after full coordination and review by all branches, sections, and staffs, as required. SD has encountered obstacles in trying to replace the old flexowriters used by the Interdepartmental Support Branch in interfacing with the MILSTRIP/FEDSTRIP system. During FY 1975, our efforts will continue toward the replacement of these machines. Our problem is finding a machine which will slave the same information onto a second form automatically.

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I. INSTAPAK PACKAGING PROCESS

We are continuing our usage of the Instapak foam-in-place packing technique and are making efforts to increase its usage. We have had near total success with this technique in all efforts wherein it has been employed. Since June of 1973, we have packaged approximately 2,636 items, realizing a saving of 1,068 man-hours representing some \$6,000 in cost savings. During this period we have experimented in utilizing the Instapak technique in the packaging of IBM Selectric typewriters. The modifications to the typewriter pack as now developed and used have met with 100 percent success insofar as we are able to determine. A survey was made by requesting recipient stations to respond both affirmatively and negatively concerning the condition of these machines upon receipt, and these efforts to date indicate total success. We will continue to develop other uses for this technique, despite the fact that we have incurred considerable increased cost on the part of the manufacturer for the use of their supplies for this method. The increased costs are in line with other materials which have also appreciated during this period.

J. VENDOR PACKING PROGRAM

1. During FY 1973, 16 shipments of materiel packaged by the vendor were made. The shipments totaled 1,280 pieces, 366,235 pounds, and 21,905 cube.

2. During FY 1974, a review was made of the vendor packaging program, and we did realize some increased success in this program. Numerous trips have been made to contractor facilities by qualified individuals to assist in vendor packaging and to conduct on-scene inspections to ensure that such packaging and packing were properly carried out. These inspections included the special preparation

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requisitions calling for large dollar value items in an effort to determine the need for possible vendor packaging application. Of these, 72 were selected for development of specification and vendor packing.

K. ENERGY CONSERVATION

25X1A 1. In line with the present Energy Conservation Program, an extensive effort was made and successfully accomplished in coordination with GSA officials to cut-back on energy usage at [REDACTED]. Extensive surveys were conducted and lights deactivated. Thermostats were reduced in temperature settings and a concerted effort made to eliminate any unnecessary lighting during nonworking hours.

25X1A 2. FPMR Temporary Regulation G-13 dated 28 November 1973 and subsequent changes directed that Federal agencies reduce vehicle fuel consumption by 15 percent. To comply with the directive, the [REDACTED] took such actions as reduced scheduling of truck trips to service all Agency activities in the metropolitan area. Proposed reductions in pickup and delivery service to the Headquarters Building and the [REDACTED] met with opposition for valid reasons, and this service continues to be provided on a daily and weekly basis respectively. Long distance travel has been restricted to justifiable operational priorities involving time or sensitivity factors. All drivers have been apprised of the imposed 50 mile per hour speed limit while operating any type of government vehicle, and stickers to this effect have been placed in all [REDACTED] Depot vehicles. Although not completely successful in our monthly effort to achieve the fuel reduction goal, we feel that the current quarterly reporting requirement will reflect the established quota reduction.

L. INCREASE COST OF MATERIELS

25X1A Some note must be taken of our efforts during this past year to conserve wherever possible in the packing and crating field those materials which have evidenced large increases in cost. Some types of plywood, for example, increased from 90 cents to over \$2 per sheet. Similar price increases were experienced in the cost of other lumber. Concerted efforts were made to substitute fiberboard for wood wherever practicable. As an example, typewriters previously packed in wooden containers are now being packed in Instapak with a fiberboard exterior container. In our crating efforts, we have tried to minimize the amounts of lumber used as well as lessen the quantity of lumber wherever possible. This has met with only moderate success, since many of the heavier items such as generators, communication panels, safe equipments, and other sundry heavy equipment call for maximum protection contingent upon the fragility of the items, destination, and method of shipment.

M. COMMERCIAL PACKING OF CARGO

During FY 1974, 75 pieces of heavy equipments and consolidated containers totaling approximately 60,000 pounds (13,000 cubic feet) were commercially packed by local vendors. We have conducted this project in an effort to minimize the overtime requirement in our Packing and Crating Section and to permit concentration on the packaging of more sensitive and urgent items. We have found that whereas commercial packaging and packing is desirable for heavier items and desirable from the standpoint that it permits valuable time to be utilized elsewhere, the cost factors for such efforts and the quality of the packing involved require constant supervision and management direction by our own personnel. We will continue to utilize commercial packers on such items as generators, household furnishings, appliances, etc., wherever time and economies make it advantageous to the Agency.

N. EXCESS PROPERTY ACQUISITION

25X1A During FY 1974, excess property lists of other government agencies were researched, resulting in the acquisition of [REDACTED] house trailers, refrigerators, a road grader, oscilloscopes, etc., for only a minimum percentage of the items book value. The book value was \$273,454, for which we paid only \$16,556 in handling charges for a total cost avoidance of \$256,898.

O. REORGANIZATION OF SUPPLY DIVISION

25X1A The reorganization of the Supply Division was effective 4 March 1974. Major changes included consolidation of Stock Control Branch of [REDACTED] into Central Control and Distribution Branch and Supply Management Branch at Ames, the

25X1A [REDACTED] Section was transferred from Supply Management Branch to Operations Support Branch, the commodity team concept was initiated within Supply Management Branch, and several significant functions were deleted, divided, or revised in order to streamline the division's accomplishment of its mission. In this reorganization, the total personnel ceiling was

25X9 reduced from [REDACTED]. The functions are still working out rough spots, overcoming problems inherent with realignment and reorganization, and becoming more streamlined daily. The implementation of the Inventory Control System, scheduled for early FY 1975, will have further impact on our organization structure and possibly require some realignment in order to accommodate the workload in peak areas. The reorganization was coordinated with an "Action Officer" concept which proved very satisfactory.

P. DIRECT DELIVERIES TO HEADQUARTERS AREA INSTALLATIONS

25X1A The concept of direct deliveries is that users will receive their materiel faster and eliminate the transshipment through [REDACTED], thereby reducing the workload. This concept was initiated in February 1974. At the same time direct deliveries were initiated, offices with imprest funds were encouraged to make more use of their funds. As a result, the items which would have been delivered directly through the normal supply system were purchased through the imprest funds. Also, the various Logistics officers to which direct deliveries were programmed had limited storage space; therefore, the quantity of materiel which could be received on a direct delivery basis was limited. However, we feel that direct deliveries will increase over the next year, and Logistics officers will realize the benefits of the system.

SECTION D

RECOMMENDATIONS

1. Supply Division (SD) management has long recognized that system improvement is of prime importance, especially now when money and manpower resources are highly restrictive. The following recommendations are made with these thoughts in mind as well as increased efforts to maximize responsiveness in our supply operations.

a. Investigate the possibility of stocking more items, particularly forms, in the Building Services Branch (BSB), Logistics Services Division, OL, and having the area divisions fill demands for small quantity orders from BSB, thereby eliminating a workload on the SD system.

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b. Investigate the feasibility of acquisition and installation of our own sensitive and classified materiel disposal equipment at [REDACTED].

c. Develop an understudy program to provide back-up for key jobs for continuity purposes within the division.

d. Streamline and reduce the amount of reports on problems and of accomplishments to allow our limited resources to be applied towards accomplishment of the mission.

e. Investigate the possibility of the use of word processing equipment to reduce clerical requirements.

f. Consideration should be given to the possible beneficial effects of establishing, in certain cases, expedite routing channels for requisitions where, due to the level of expertise in the requisitioning office, the catalog/identification function performed by Supply Management Branch becomes redundant. Particular concern would be Materiel Support Branch, Engineering Support Branch, in the Office of Communications Engineering, internal processing time should be reduced as a result of such bypass operation.

g. Another program to be considered for implementation would be centralization of all functions relating to repair and return of equipment. Since CD performs the transportation and technical inspection functions, which are integral for the total repair and return operation, it may be feasible to locate the order placement and follow-up function within the Depot complex.

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h. The establishment of an excess property reporting system on a worldwide basis could be so structured as to allow a systematized review and evaluation of all property within a specific timeframe. This program would promote maximum utilization of Agency surplus assets.

2. We have highlighted above certain areas where realignments might be made which would promote efficiency in the supply operation and increase service to the customer. We propose that personnel utilization would also be enhanced by the judicious application of these concepts. In summary, SD has motivated its personnel to accept change within the past year and plans to take advantage of this to keep personnel thinking of improved ways to accomplish its mission. We must become more technically minded in order to progress with the state of the art.

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